

THE UNIVERSITY OF ALBERTA

A STUDY OF OPPORTUNITY FOR PARTICIPATION  
IN ORGANIZED COMMUNITY SPORT

by



LAURIE M. LEVEILLE

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The undersigned certify that they have read, and recommend to the Faculty of Graduate Studies and Research, for acceptance, a thesis entitled "A Study Of Opportunity For Participation In Organised Community Sport" submitted by Laurie M. Leveille in partial fulfilment of the requirements for the degree of Master of Arts.

*W. A. Hall*  
.....  
Supervisor

*Eric W. W. Farland*  
.....

*Dallas Cullen*  
.....

Date .. April 28, 1975 ..



DEDICATION

This thesis is dedicated to the memory of Cheryl Cable.

# 1

## ABSTRACT

The primary purpose of this study was to determine whether or not a greater degree of availability, more effective management and a greater degree of sport club affiliation to provincial sport associations were more characteristic of high sport participating communities.

A high and low participating community were compared with respect to the three variables mentioned above. Most of the results were based on questionnaires answered by 116 respondents which represented a 34 percent response rate.

The two communities were chosen on the basis that they were sociometrically similar but were judged to differ in participation rate in sport by a panel of experts.

Results of the study revealed that the high participating community offered more sporting activities, had more sport clubs and had a wider age range of adults participating in organised sport. Neither community had a high affiliation rate. The overall perception by most sport club leaders in both communities about provincial sport associations was that the associations placed a higher priority on and cared more about programs of high competitive calibre. Three underlying factors of effective management in a sport club were identified. An effective sport club must have a leader who has the ability to initiate structure; members who think that all members can influence one another's opinions and ideas and whose understandings about club goals, rules, etc., are similar to each others and to the

V



leader's; members who perceive that the leader values their contribution to the club and who are willing to listen to ideas and opinions of other members.

The two communities showed no great differences with respect to effective management or affiliation. The high participating community did, however, show a greater degree of availability of opportunity for participation in organized amateur sport.

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## CHAPTER I

### THE PROBLEM

#### Introduction

The Changing Nature of Our Society. Due to the changing life styles of the present era, we can no longer expect the majority of persons to maintain healthy levels of fitness by merit of their occupation. This time of automation not only makes it harder for us to keep physically active during hours of work but the effects of this highly industrialized, urban civilization we now live in contributes to social isolation and anonymity. Faunce (1968) believes that, although not everyone in an industrial society experiences alienation, there is nonetheless widespread feelings of powerlessness and meaninglessness which cause loneliness, apathy and sometimes over-conformity. He attributes this phenomenon to rapid social change, increased structural differentiation and decreased structural integration.

Some current research supports the idea that efforts are made by persons to combat these feelings of meaninglessness and loneliness. Smith and Reddy (1972) showed that individuals pursue voluntary participation more in modern, highly developed, industrial or post industrial societies. Similarly Smith and Dixon (1973) predict that there will be an increasing importance of certain kinds of voluntary action (art, music, sports, hobbies and related groups) as a means of dealing with the anonymity and alienative pressures of modern society.



It seems evident that because we face the consequences of both a sedentary way of life as well as those social ills of a post industrial society, an effective delivery system for all forms of leisure programs is important. Along with the demand for an increase in all leisure programs will be a similar demand for an increase in opportunities for participation in organized as well as unorganized sport activities.

Since participation in organized amateur sport is one way of combating the physical and social ills mentioned previously, an investigation of the effectiveness and availability of local amateur sport clubs would seem to be a worthwhile endeavor. Local sport clubs represent the delivery system for organized amateur sport in the Canadian system.

The Present Canadian Participation Scene. Numerous programs and support services designed to encourage and promote participation have been sponsored by many bodies at federal, provincial and local levels in an attempt to alleviate some of the problems created by automation. In fact, the present situation in Canada with respect to fitness levels has become of such concern that it has been deemed necessary to launch a public motivation program via the mass media. The program, called PARTICIPaction, attempts to motivate Canadians to become more physically active as well as to make them aware of the benefits of regular exercise. Some school physical education programs are now directed toward more life-time sports and in many cases attempt to educate the youth as to the relationship between basic good health and a regular indulgence in physical activity.

Despite these programs, statistics show that a large segment of Canadian adults still do not participate in sport and physical activity to a very great degree. Jackson's (1975) study showed that only 16 percent of the population adopted regular physical activity as a consequence of Sport Participation Canada's campaign in the city of Saskatoon from 1971 to 1974. The 1972 Canadian Leisure Study (Kireh, Dixon and Bond, 1973) revealed that only 23 percent of the total Canadian population took part in sports events.

The Concept of Availability. Most of the researchers in this area have explored psychological or sociological determinants of sport participation. Hall (1973), however, showed that poor attitude toward sport and physical activity was not an important determinant of lack of involvement when considered along with other possible determinants. Her study dealt with a large sample of Canadian and English females. Semotiuk (1967) found that the attitude of secondary school age males and females was generally favorable to physical activity.

Birch and Veroff (1966) define availability as the extent to which a certain stimulus makes available a certain course of action. In the case of participation in organized amateur sport (desired course of action) the stimulus would be the local sport clubs. The number of clubs, the range of activities offered at a variety of ability, interest and age levels would determine the extent of possible participation or the extent of availability of opportunity for participation in organized amateur sports.

It is felt that inadequate availability of programs at the post secondary school age may partially account for the decrease in participation



4  
reported at that age level.

The Concept of Effective Management. Simply stated, the degree of effective management depends upon the extent to which human needs are satisfied. The satisfaction of these needs in any organization is dependent upon the processes of control and communication. Basically, in the voluntary organization the salient needs of an individual revolve around social, self-esteem or self-actualization needs. If a member feels that his efforts are wholly or partially responsible for the success of his organization, he feels influential - that his efforts really are important. This feeling by members can be enhanced by giving them an opportunity to take part in the organization's control system. The resulting psychic reward (a feeling of worth because of the opportunity to exercise influence) has been found by researchers to be of utmost importance both to continued membership as well as to the successful accomplishment of organizational goals and objectives. "Unless the members obtain some minimum satisfactions from participation in an organization, they may leave it" (Gross, 1964). This process by which individuals perceive that they can influence others is called control.

Therefore, when an individual elects to participate voluntarily in a local sport organization (club), the services or opportunities offered by the association appeal to the individual needs of the person in some way. The program serves as a means of attaining some type of conscious or unconscious goal for the individual in a way that the individual could not accomplish them without the group. Specifically with respect to voluntary organizations Smith

and Dixon (1973) feel that "Members need to feel that decisions that are made by their organization are in some very real sense theirs."

If the control system is to be effective, regardless of the type, the efficient flow of information is important. If the system of control is widespread as research indicates is best, especially for the voluntary organization, the information process (communication) is of central importance.

#### Affiliation of Sport Clubs to Provincial Sport Associations.

Support services offered national sport associations by the federal government to assist with programs include office space and support staff for thirty-four sport associations and agencies, the hiring of executive and technical directors, information and data processing to mention only a few. Provincial sport associations, being closely affiliated with their corresponding national body cannot help but benefit by these services thereby becoming more expert and adept provincially. Provincial sport associations also receive support from provincial governments in the form of funding, office space, duplicating services, etc. This varies, however, from province to province. As a result of these federal and provincial support services, provincial sport associations are more equipped than in the past to offer assistive services and information to local sport clubs.

On this basis it is reasonable to assume that the program offered by a local sport club could not help but be enhanced by its affiliation with the provincial sport association. Non-affiliation with provincial sport associations segregates the sport clubs from



valuable information and assistive services.

Summary. In summary it is felt that the low level of participation in sport and physical activity may not be entirely a matter of poor attitude toward sport or some deep psychological or cultural problem. Rather, it could be that there are not enough programs that are effectively managed and affiliated to provincial sport associations. This may limit opportunity for involvement in organized sport.

Recently, voluntary participation in many types of organized programs has become a matter of academic inquiry. The reasons why persons choose to become involved in these as well as in sport organisations are usually non-economic. People simply will not put up with the same unpleasantness they will in an employment situation and so the psychic reward of perceived or real influence resulting from the processes of control and communication are very important in determining continuing involvement.

With respect to voluntary organizations Smith and Dixon (1973) state:

Its efficiency and effectiveness is measured more by the quality and extent of services it is able to perform for these kinds of 'psychic income' return than almost any other kind of organisation (p. 202).

They suggest that such psychic income comes from involvement or at least perception of involvement in the planning and decision-making processes in the organisation. Research in the voluntary sector does show that the most successful organizations also have higher measures of control and communication dispersed throughout all membership levels (Likert, 1961).

Involvement in sport may provide unique rewards specific to sport, but there is no reason to believe that continued

involvement in a sport organization, which is a specific type of voluntary organization, may also be partly contingent upon those same psychic rewards found in other voluntary organizations.

The uniqueness of this study is its application of the concept of effective management from the industrial and voluntary organization research to the amateur sport club. The findings may add relevant and perhaps pertinent knowledge to that which has been accumulated to date relating to the problem of sport involvement. The ideas introduced will hopefully pave the way for other, more refined research.

#### Statement Of The Problem

Although more money and emphasis is being provided for the promotion of sport and physical activity, at least one current study showed that only 23 percent of Canadian adults participated in sport (Kirsh, Dixon and Bond, 1973). It is felt that the delivery system for organized amateur sport, which is the local sport club, may be inadequate and this may partially account for the decline in sport involvement after the age of 19.

#### Purpose Of The Study

The purpose of this study was to compare two communities that differed in participation rate with respect to the three variables described primarily availability, management and affiliation of local sport clubs to provincial sport associations.

#### Delimitations

This study was delimited to:



1. Post secondary school age persons seventeen and over.
2. Participants of amateur sport clubs in the towns of Morden and Winkler in Manitoba.

### Limitations

This study had the following limitations:

1. The members of three clubs in Morden, though falling into the category of a club were not included as a possible part of the sample. These included the Men's Fitness Club, the Senior Citizen's Lawn Bowling Club and the Adult Swim Club. For various reasons approximately fifty sport club members were not included by name on the population list. This may have affected the randomness of the selected sample.
2. Response rates may have been affected by the difficulty in locating complete and correct addresses.
3. Both the complete population list and the statistics representing the average age of sport clubs may be inaccurate due to the fact that in most cases club leaders' memory, rather than written records was used to gather this information.
4. The factor analytic procedure revealed that the questionnaire dealing with effective management did not have a high degree of validity.
5. The opinions given by a panel of experts resulted in the judgement that Morden and Winkler represented high and low participating communities. No guidelines were given the panel, and as a result the degree to which they judged the communities via similar criteria could not be guaranteed. Neither of the two communities demonstrated extremely low or high rates of participation although there was a small difference between them.

### Definition of Terms

Availability. The extent to which a stimulus makes available a certain course of action. In the context of this study the number of sport clubs along with the range of activities at a variety of ability, interest and age levels would determine the extent of availability of opportunity for participation in organized amateur sports.

Communication. The process by which information is transferred from member to member in an organization.

Control. "Any process through which a person or group of persons determine (intentionally affects) what another person or group of persons will do" (Tannenbaum, 1966).

Effective Management. An organization (sport club) where leaders facilitate the satisfaction of members' human needs. The degree of effective management is dependent upon the organizational processes of control and communication.

Sport Club. Any group of four or more persons who meet together on a regular basis to pursue one or more active sports.



## CHAPTER II

### REVIEW OF LITERATURE

In addition to psychological and sociological determinants of sport involvement, it is felt that the availability of sport clubs, their degree of effective management and their rate of affiliation with provincial sport associations would also be worthwhile exploring. The review of literature first consists of a discussion of the concept of availability as it is utilized in this study along with pertinent references from the literature. Secondly, the review elaborates some of the findings of the 1972 Canadian Leisure Study (Kirsh, Dixon and Bond, 1973). The third part of the section describes recent research findings relevant to effective management in the area of business, industrial and voluntary organizations.

#### The Concept Of Availability

Birch and Veroff (1966) in their motivational research mention four determinants of tendencies for consummatory behavior. Consummatory behavior is the goal in itself. It is sometimes referred to as goal behavior. Instrumental behavior, on the other hand is often referred to as goal-directed behavior.

Availability, one of Birch and Veroff's determinants is defined as the extent to which a certain stimulus makes available a certain course of action. The desired, or consummatory behavior in this case

refers to participation in organized amateur sport and the stimulus refers to the local sport club. The degree of availability depends upon the number of sport clubs and diversity of programs offered by them. In short, the degree of availability of opportunity for participation in amateur sport is determined by the number of sport clubs, the range of activities offered and the range of interest and ability levels provided for.

In their discussion of participation in all types of leisure activities, the authors of one participation study state availability to be one of the most important factors to be considered (Kirsh, Dixon, Bond, 1973).

Edwards (1973) also makes reference to this same principle but refers to it as 'relative centrality' rather than availability:

The notion of 'relative centrality' refers to the significance of sports activities in relation to one's interests, life concerns, and outcomes. As relative centrality decreases, overt behavioral responses to the value demands and consequences of sports likewise decrease - ultimately, of course, diminishing to zero in the case of an individual totally unaware of sport. (p. 85)

#### Participation In Canadian Sport

The only research to date attempting to attain some type of estimation of Canadian participation in leisure activity is the 1972 Canadian Leisure Study (Kirsh, Dixon, Bond, 1973). The study was sponsored by the Department of the Secretary of State with the cooperation of Statistics Canada Education Division during March and April, 1972. Respondents were to answer in terms of the three month period from January to March, 1972.



Participation rates and characteristics of physical activity and sport were sought as part of the study. No distinction, however, was made between participation in unorganized and organized amateur sport. Participation was defined as one hour of activity per week in season and on this basis 33 percent of Canadians 14 and over reported taking part in either sports, physical activities or both. Of the 23 percent of the total sample that participated in sports events eighty percent fell into the light participation category (1-6 hours per week). It was found that the general pattern of participation in all leisure activities showed a sharp decrease with age. Two-thirds of the sports and physical activity participants were under 35, almost half of those being between 14 and 19. The authors suggested that part of the reason for the decline in participation at the post-secondary school age level had to do with the fact that access to those high school programs was no longer available once a person had left high school. In other words, the degree of availability of programs was less outside the school system.

It is also felt that community clubs, independent from school clubs also cease to exist for persons over 18 or 19 years of age. The vast numbers of little league programs, for instance, do not continue in the same numbers and diversities in older age groups. This lack of availability may, in fact, be part of the reason for the trend shown in the 1972 Canadian Leisure Study of decreased participation with age.

#### Effective Management

The term effective management has been defined in various ways

but "One common trait of all definitions seems to be the linkage of the objectives and the means by which they are sustained and attained" (Georgopoulos and Tannenbaum, 1969).

Mott (1972) states that the effective organization is one which accords high priority to both organizational and individual needs. In such an organization the manager creates an environment where problems of communication and coordination can be solved promptly and well, where normative clarity and rationality are maintained, where conditions for negotiating orders are adequate, and where work is challenging. According to Mott such a situation meets both organizational and individual needs.

Much of the work on organizational effectiveness has been conducted in business and industry where the organizational objective is productivity. Even in this instance, however, much of the research shows that increases in production (organizational objective) are dependent upon the satisfaction of the employee's individual, non-economic needs. Both McHale (1973) and Mott (1972) have shown that there are individual needs to which people attach even greater importance than they attach to salary and promotional opportunities, even within the industrial environment.

Maslow's theory on the hierarchy of human needs forms the theoretical base for much organizational effectiveness research. According to him there are five levels of needs. Those which are most basic include the needs for physiological satisfaction and for security. The next highest are social or affiliation needs and the next are esteem and self-actualization needs. People are motivated to behave in ways to satisfy those lowest needs not yet satisfied. Only when



lower needs are satisfied do higher ones become salient as determinants of behavior (Figure 1).

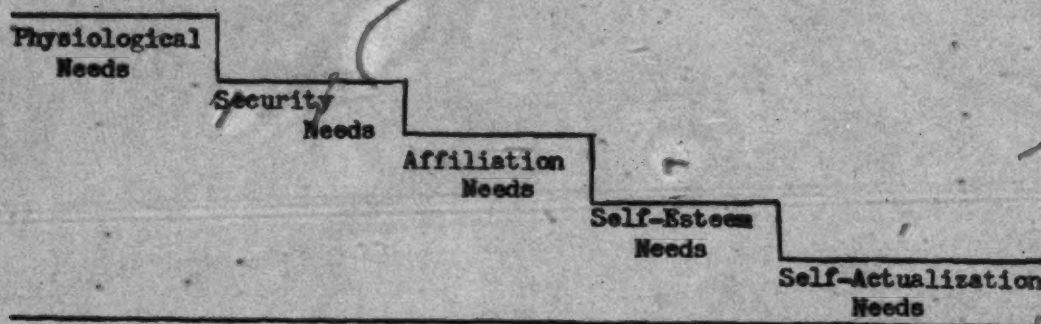


Figure 1

#### Maslow's Hierarchy Of Need Model

If a person's situation or life style automatically provides him with ample money so that he doesn't have to worry about starving or freezing, Maslow would say that since the person's physiological and security needs are being satisfied, they would not significantly account for the person's motives to behave in certain ways. Affiliation needs would be most salient in this situation and most of that person's behavior would be directed at trying to gain the acceptance of others (Hersey, 1969).

Even though a person solicits a job for the main purpose of the satisfaction of economic needs (that is, physiological and security) the mere possession of the job along with the social security we as a society today enjoy automatically satisfies a person's most basic needs. This may explain why research points to the fact that even in a business organization, continued involvement as well as increased productivity has more to do with the satisfaction of self-esteem and

self-actualization needs than with salary and benefits. Likert (1961) found that when the economic motive is not present in an organization, the other motives stand out more clearly and, surprisingly his work in voluntary organizations revealed the same basic principles of organization and leadership as were found in industry and government.

Above social needs in the sense that they do not not become motivatory until lower needs are reasonably satisfied - are the needs of greatest significance to management and to man himself. They are the egotistical needs that are of two kinds:

1. Those needs that relate to one's self-esteem - needs for self-confidence, for independence, for achievement, for competence, for knowledge.
2. Those needs that relate to one's reputation - needs for status, for recognition, for appreciation, for desired respect from one's fellows (p. 40).

Therefore, when an individual elects to participate voluntarily in the local sport organization (club), the services or opportunities offered by the organization (represented by stated organizational goals) appeals to the individual needs of the person in some way. The proposed program serves a means of attaining some type of conscious or unconscious goal for the individual and offers it in a way that the individual could not accomplish it without the group. Gross (1964) stated that members of groups must receive minimum satisfaction from their membership or they would drop out. "The importance of purposefulness in the administration of organizations is universally recognized" (Gross, 1964). Warner (1964) found that a greater proportion of consummatory organizations reported a high level of dependency between benefit and participation than was true for the instrumental groups. Participation in this study means both attendance and active involvement.



The specific structure of an organization is not important. What is of utmost importance is that somehow the individual receives the psychic benefits the organization can provide. Somehow the structure must avail the processes of control and communication to the entire membership base, rather than to a select few. This, according to Smith and Brown (1968) would insure highly motivated and enthusiastic members. Such an organization would in all likelihood be successful in organizational goals as well as providing satisfaction of some salient individual needs.

This concern for the human aspect of organization and its effect on the organizational effectiveness was first introduced as a result of the famous Hawthorne Studies. The experiments were first launched in the 1920's in the Hawthorne Works of the Western Electric Company with the intent of discovering physical changes within the work environment that would improve productivity. The first experiment was concerned with illumination and its effect and a second was concerned with working conditions. Both experiments provided surprising results in that increases in productivity could not definitely be accorded to the various experimental treatments. Rather the one common difference that distinguished both experimental groups was that "From (the) attempt to set the proper conditions for the experiment there arose indirectly a change in human relations which came to be of great significance..." (Roethlisberger and Dickson, 1964).

This human relations concept has been the basis of many other studies since this not only in business and industry, but also with respect to voluntary organizations.

The Process of Control. How can the process of control contribute to the satisfaction of individual and organizational goals? Because of the very nature of voluntary associations (lack of economic benefit), sport or otherwise, individuals will not put up with dissatisfactions as they will when there is a contingency between participation and economic benefit. After the satisfaction of the more basic needs, individuals need to feel worthwhile, that their efforts influence the success of the club; these psychic benefits to members can be accomplished via the process of control.

The fact that members have a say in the policy making and decisions of the organization help them feel influential which is a psychological reward. For instance, if the rank and file member feels that he has some influence on the superior in policy and decision-making, he may feel more worthwhile and in turn be willing to be influenced by his peers and superiors (Tannenbaum, 1972).

The most well known research in voluntary organization management was conducted on 109 of the local leagues with a larger organization, League of Women Voters. Data collected supported the hypothesis that the extent to which an organization fulfills its objectives and preserves its means and resources is directly related to (a) the degree to which control is dispersed throughout hierarchic levels and (b) the amount of control exercised at all levels (Tannenbaum, 1961).

The Process of Communication. Some experts feel that an evaluation of communication efficiency could be used as a means of



evaluating total effectiveness. Pliffner and Sherwood (1966) feel that because information is necessary in order to make decisions, facilities for information transfer must exist that transmit information to the decision centres. Such facilities may or may not follow hierarchical channels.

Strauss and Sales (1966) refer to research that revealed communication to gain in speed and efficiency as more feedback was permitted. Likert (1961) in analysing data from the League Of Women Voters found that in the more effective leagues members not only exercised more control than in the less effective leagues, but they perceived that they were kept better informed than those in less effective leagues. They felt it from all levels of the organization namely their peers, the president, board members as well as both the state and board leagues. Brown (1968) showed that the degree of upward and downward communication is not correlated with league effectiveness but that the degree of multi-directional communication is moderately significant.

Leadership. It is expected that those clubs showing a high measure for effectiveness would in most cases staff good leaders. Though organizational effectiveness may not always be a manifestation of good leadership it is felt that in most instances this would be the case. There may be some organizations that have a high measure of effectiveness but still not have a strong leader. The literature quite often mentions informal sources of power and the indigenous level of communication known as the grapevine. Some organizations

could be effective purely due to the presence of informal processes but it is felt that this would be the exception rather than the rule. It is expected that those organizations showing higher measures on effectiveness will also have stronger leaders. Likert's (1967) research indicated that the highest producing units differed from the low with respect to resulting perceptions in the following ways: there was a more favourable attitude on the part of each member of the organization toward all other members, toward superiors, toward work, the organization and toward all aspects of the job. Likert feels that these attitudes are a result of the satisfaction of ego, security, creativity and economic motives. Glasser and Sills (1966) also support this point of view along with Gross (1964).

The necessity for a leader's provision for inservice training, remedial assistance etc. is expressed by Gross (1964). Once people are more skillful or knowledgeable they are more likely to feel that they can contribute, thereby feeling more worthwhile as members. Mott (1972) found that clarity of objectives, rules, policies and guidelines were related to over-all effectiveness. Kahn and Tannenbaum (1957) found that membership in four Michigan industrial union locals correlated positively with stewards' leadership skills in communication, involving members in decision-making, providing help for them and taking a personal interest in how they get along on the job. Likert (1961) emphasized the importance of treating people like 'human beings' rather than as 'cogs in a machine' and that this variable was highly related to attitudes and motivation of subordinates.



Likert (1961) discussed successful superiors under the following headings:

1. Attitude and behavior of the superior toward the subordinate as a person as perceived by the subordinate is: supportive, friendly, helpful, rather than hostile, genuinely interested in the well-being of the members and treats people in a sensitive, considerate way - not threatening. He is always just and interested in the welfare of the company and the individual. He shows confidence in the integrity, ability and motivation of subordinates. Such confidence leads him to have high expectations of levels of performance. He sees that each subordinate is well trained for his particular job. He gives them relevant experience and coaching where necessary. He assists employees whose performance is below standard and arranges for suitable transfers, etc.
2. In directing the work or program he plans and schedules work to be done, training workers, supplying them with adequate and necessary equipment, materials, etc.
3. The leader develops his subordinates into a working team with high group loyalty, by using participation and other kinds of group leadership practices ( p. 101).

The research conducted by Fred Fiedler (1969) in the area of leadership has shed more light on the problem of effective management. His work recognized two basic types of leaders - autocratic, or task oriented leaders and democratic, or group oriented leaders. His experiments and others have shown that each type is successful in some situations and not in others. Using his Contingency Model as a base, Fiedler stated that the model could spell out the specific circumstances under which various leadership styles would be most effective. The circumstance,

or situation, was given a value according to its degree of favorableness for the leader. Favorableness was defined as the extent that the situation allowed the leader to exert influence over the group. This value was found to be a function of the interaction of three factors, the most important of which was leader-member relations. Task structure and the leader's position power were rated as the second and third factors. It can be seen that Fiedler, like Likert found member and leader relations to be very important. However Fiedler went a step further than merely describing what an effective leader might be in that he attempted to discover which leader behaviors would be effective in which situations. Results of tests involving over 800 groups showed that the task oriented leader is effective in extreme situations - those in which he has a great deal of power and influence as well as those situations where he has no influence and power over group members. Democratic leaders are more effective in mixed situations where they have only moderate influence over the members (Figure 2; Fiedler, 1969, p. 42).

The problem at hand, then is to determine which leadership style would be best for the local sport club. Since amateur sport clubs depend upon voluntary participation for their survival we cannot say the leader has a great deal of power over members, because they can always quit or refuse to obey. In addition, members in a voluntary leisure program such as a sport club seek personal and psychic satisfaction via involvement and, since democratic leaders are more concerned about the welfare and contentment of members, it would seem that this leadership style would be the most effective in the majority of sport club situations. That is not to say, however, that autocratic leaders cannot be successful in amateur sport. In those situations where a specific task such as winning



is the main goal, a task oriented leader may well be the most effective.

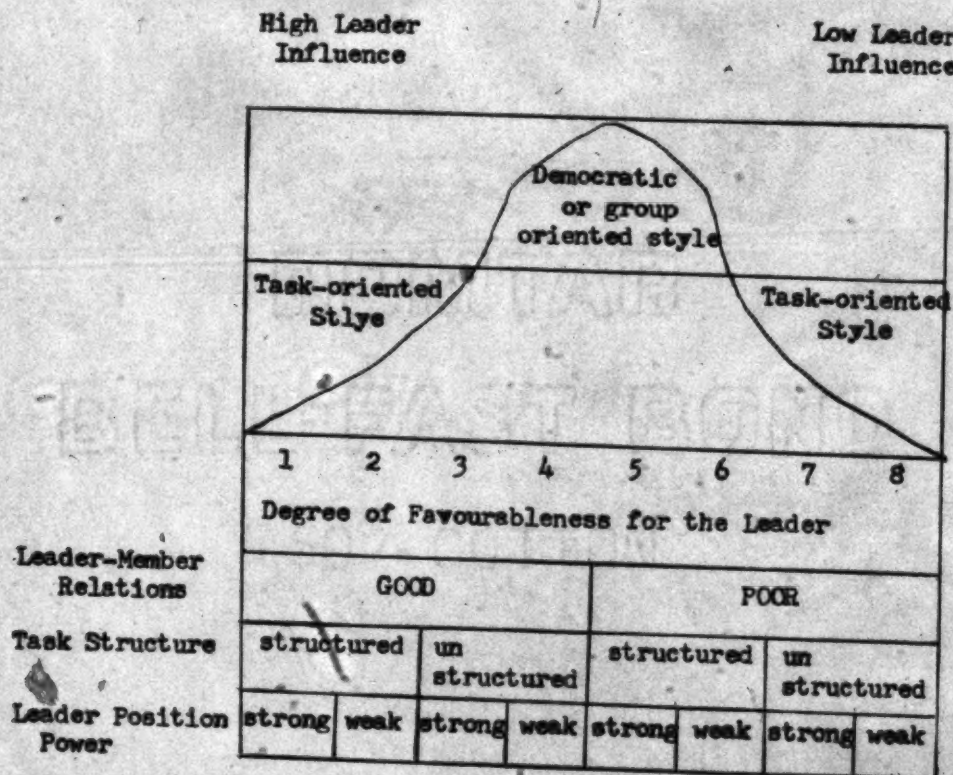


Figure 2

### Fiedler's Contingency Model Of Leadership

For this study it has been assumed that the situation in most amateur sport clubs would be, in Fiedler's definition, mixed, that is leaders have only moderate influence over the group. Therefore the part of the study that evaluated leadership in the two comparison communities used the criteria suggested by Likert and which is described earlier in this section.

Other Indicators. The literature also suggests that two other measures have been associated with voluntary organizational effectiveness. These include the length of survival of an organisation

and the degree of member loyalty to the organization. Gross (1964) believed that an organization passing the test of time has the capacity to provide sustained satisfactions in the future.

Likert (1967) stated that a substantial body of research demonstrated that the greater the loyalty of the members to the group, the greater would be the motivation of the members to achieve group goals and therefore it was more probable that these goals would be attained. Tannenbaum's (1968) work with the League Of Women Voters showed this to be the case.

In this study it is expected that those sport clubs in the high participating community will have been in operation longer and have higher member loyalty than clubs in the low participating community.

### Summary

The 1972 Canadian Leisure Study (Kareh, Dixon and Bond, 1973) revealed that participation in both sport and physical activity showed a large decrease after age 19 and that only 30 percent of all sport participation occurred after age 35.

On the basis of one concept of availability (Birch and Veroff, 1966) it was suggested that the above trend may in fact be due to a decrease in availability of opportunity for older persons to participate. Less programs offering a narrower range of programs at various ability, interest and age levels exist for persons in the post secondary school age range.

The literature introduced pertinent to effective management stressed the importance of the satisfaction of individual psychological needs of the members. Though the research to date has been conducted mostly in the business and industrial realms more recent research in the



area of voluntary organizational psychology has discovered much the same criteria of organizational effectiveness. The most over-riding determinant of organizational effectiveness was the degree of psychic satisfaction the member derived from membership. Where an economic need was not involved (such as in a voluntary organization as opposed to a place of employment) this psychic satisfaction was even more important. Those organizations that provided a structure with a high degree of rank and file control and a high degree of multi-directional communication showed higher degrees of effectiveness than those that did not provide such a structure. In other words, members generally felt that their contributions really made a difference in the attainment of organizational goals - they felt more worthwhile. This held true in voluntary as well as industrial and business organizations.

A sport club may be unique in the type of satisfactions it can provide to members, but there is no reason to believe that the results of voluntary organization research would not also apply to the Canadian sport club - a specific type of voluntary organization.

It seems evident that a study at the local level of Canadian sport relating to the degree of availability of sport clubs and their level of effectiveness would be a useful endeavor.

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## CHAPTER III

### METHODS AND PROCEDURE

The procedure followed for this study included: (1) the construction of the Participants' Survey, (2) the construction of the Club Leaders' Interview Form, (3) the selection of the communities, (4) the location of the clubs and leaders in the community, (5) the selection of the sample from each community, (6) the distribution of the questionnaire and follow-up letters, (7) the analysis of data.

#### Construction of the Participants' Survey

The Participants' Survey (Appendix A) was divided into four parts. Part I consisted of seven questions or items that sought demographic information including sex, age, marital status, sports participated in, length of membership and type of membership.

Part II contained 12 questions that forced respondents to choose one of five possible answers all ranging from "strongly agree" at the left to "strongly disagree" at the right. Values given for each possible answer ranged from five for "strongly agree" to one for "strongly disagree". A value of zero was given to a no response answer. Besides a value for each variable separately, four other measures were sought from Part II. Questions 1, 2, 3 and 5 added together yielded a measure for the amount of control that respondents perceived rank and file members had for that particular club. The total possible score for the measure of control was 20. Question 4 sought to find the degree to which the respondent felt more member control was desirable in the club. This



measure was called Control Dissatisfaction. A response of "strongly agree", given a value of five indicated that that particular respondent felt regular members were not given enough control. Questions 6 to 12 referred to the process of communication in the club as perceived by the respondent. The value of the seven responses added together gave a possible total value or measure for communication of 35.

Part II also yielded a measure for total organizational effectiveness. This was derived by adding the measure of control to the measure of communication. The highest possible score for organizational effectiveness was 55.

Part III contained nine questions similar in format and scoring to those in Part II. The values for all nine answers were added together to compose a measure for leadership. The possible total for the Leadership Measure was 45.

Part IV contained two questions. The first was a measure of the respondents' club loyalty and again forced one of five possible responses. The response at the left was valued at five, while the one at the right was valued at one. Zero was given for no response. The second question was open ended, but it could not be used for the results of the study because some respondents gave a number, others a fraction or percentage. Therefore the second question was discarded for this study.

In summary, in addition to values for each individual answer, six measures were extracted from the Participants' Survey:

1. A measure for Control - total 20
2. A measure for Communication - total 35
3. A measure for Organizational Effectiveness - total 55
4. A measure for member satisfaction with present control - total 5  
(referred to as Control Dissatisfaction in this study)

5. A measure for Club Leadership - total 45
6. A measure for Member Loyalty - total 5

#### Construction Of The Club Leaders' Interview Form

The purpose of the Club Leaders' Interview (Appendix A) was threefold:

1. To establish the age of the club (number of years of club survival),
2. to establish affiliation or non-affiliation of the club with the provincial sport association. Reasons for non-affiliation were also recorded and
3. to attain a membership list of participants for the program that was currently operating or had finished for the season.

The interview was conducted for the most part by telephone. The interviewer merely recorded the information the leader volunteered onto the Club Leaders' Interview Form.

#### Selection Of The Communities

Originally the intention was to compare two similar municipalities in Metro Winnipeg, but after consulting the Area Recreation Specialist for the City of Winnipeg, it was decided that due to recent divisional changes in Winnipeg municipalities, an urban study would be too difficult in the time available. As a result, a rural study was agreed upon. The Southern Manitoba Area Recreation Director was consulted and with his help six southern Manitoba towns were selected as possible study sites. The six selected communities included Steinback, Altona, Morden, Winkler, Morris and Carman. Morris was eliminated immediately as it was recognized that the sponsoring of the internationally renowned Morris Stampede during the summer months set this town apart from the others recreationally.



The next task was to decide which two of the remaining communities would be selected. On the basis of sociometric information (Appendix B) collected with respect to the five communities and upon the judgement of a panel of experts who rated the communities for participation in sport (Appendix B) the two communities of Morden and Winkler were selected. Morden represented a community with high participation and Winkler represented a low participating community.

The two communities were remarkably similar with the exception of average annual income where Morden families earned \$356 more per year. This difference in average annual income could have been due to the fact that eight percent more Morden families earned in excess of \$10,000 annually. Despite the minor differences in income, the two communities appeared to be the most comparable sociometrically and also represented suitable differences in participation as judged by the panel of experts.

#### Location of Clubs and Club Leaders

Prior to entering the communities a meeting with the Summer Recreation directors and the Recreation Committee secretaries was arranged so that the purpose of the study could be made known to them and so that their knowledge and expertise could be utilized by the author.

With the help of both the Summer Recreation director and the secretary-treasurer of the Morden Recreation Committee, a list of sport clubs as defined by the study was constructed. It was then suggested by them that three other key community persons be called in to confirm the list and add to it if necessary. These individuals were considered to be highly involved in many of the local sports programs as well as

knowledgeable about most community happenings. The final list of sport clubs operating in Morden numbered 25 (Appendix C).

Once the list was finalized, the club leaders as identified by the key community persons were contacted and the Leader Interview formerly described in this chapter was administered either by telephone or in person. Upon collection of this part of the data, it was possible to construct a total population of adult sport club members.

A similar procedure was carried on in Winkler with the help of the Summer Recreation director and the secretary of the Recreation Committee along with one informed citizen of Winkler. A total of 20 sport clubs were identified in Winkler (Appendix C).

As in Morden, club leaders were interviewed and on the basis of all club memberships, a total population of adult sport club members was drafted.

#### The Selection of the Sample from Each Community

The total adult sport club population lists for each community were constructed and a sample of participants from each community to whom questionnaires would be sent was determined.

The total population for Morden was 413 sport club members. This does not include members from three of the sport clubs in Morden (explanation for this is contained in Chapter IV). It was decided that half the population would be polled and that since the total population was represented by 47 percent females and 53 percent males, a table of random numbers was applied to the entire population and 206 numbers were randomly selected. Morden males received 109 questionnaires while 97 were sent to females.



In Winkler where the total population of 362 was composed of sixty percent males and forty percent females, a table of random numbers was applied to male and female populations separately. In Winkler 72 questionnaires were sent to females while 108 were sent to males.

#### Distribution of the Participant Surveys and Follow-Up Letters

Each member of the sample was sent a Participants' Survey along with a covering letter (Appendix A). One week later the first follow-up letter (Appendix A) was sent to members of the sample not responding thus far. A second follow-up was sent one month later (Appendix A).

#### The Analysis of Data

It was predicted that the high participating community would have more sport clubs offering more diversified programs to a greater range of adult participants and that these programs would have a higher degree of organizational effectiveness and a greater percentage of clubs affiliated with provincial sport associations.

Availability in each community was compared by number of participants (male, female and combined), number of clubs (total, male, female, coed), individual participation in one, two or three clubs, individual participation by age and by the variety of sports available.

Affiliation with provincial sport associations was compared in each community on a percentage basis and the reasons for non-affiliation were summarized.

Organizational effectiveness, a measure constituted by summing the two measures of communication and control was compared by community. A mean score for organizational effectiveness was computed for each community and the results were then subjected to a one-way analysis of

variance to determine if the difference in the two means was significant.

The literature also identified two other indicators of organizational effectiveness - member loyalty and length of organizational survival. The Participants' Survey contained one question that forced the respondent to indicate his/her club loyalty. The response, ranging from a great deal to none was valued from five to one. The mean score on this question from each community was also computed and tested for significance. One of the questions on the Club Leaders' Interview Form asked for the age of the sport club. All ages given for each community were added and averaged. It was predicted that the average age of sport clubs would be greater in the high participating community.

Though nowhere does the literature state that effective leadership causes an organization to be more effective, it was felt that this would be so in the majority of cases. The mean of the leadership scores was computed for each community and tested for significance. It was expected that the high participating community would have a significantly higher leadership mean score.

The last measure sought to discover the degree of member satisfaction with regular member control. A mean score for each community was computed and compared. It was expected that there would be less satisfaction in the low participating community. That is, the measure would be higher in the low participating community.

On the basis of the type of data analysis possible with the Statistical Package for the Social Sciences (SPSS) (Nie, Bent and Hadlai, 1970) as much additional descriptive information as possible was examined for possible trends in a high participating community as compared to a low. Specific trends or tendencies with respect to sport, age, type of



member, sex, marital status, etc. were also examined.

Since the instrument used to measure effective management and leadership was virtually unprecedented and constructed by the researcher merely on the basis of the review of literature, some understanding as to the degree of content and construct validity was sought. A factor analysis was executed on the Participants' Survey to determine if the six measures (control, communication, effective management, member dissatisfaction, leadership and member loyalty) had actually been measured by the questionnaire.

## CHAPTER IV

### RESULTS AND DISCUSSION

#### Results

The results of this study were based on data collected from 116 subjects by means of interviews and questionnaires. Subjects were members of adult sport clubs in the town of Morden and Winkler in the province of Manitoba.

The study sought to compare a community of high participation in amateur sport to a community of low participation. Morden represented the high participating community while Winkler represented the low participating community.

The three major variables of comparison included the availability of sport clubs, their degree of effective management along with their rate of affiliation to provincial sport associations.

Response Rate. Table 1 represents response rates. It can be seen that the high participating community responded at a rate of 41 percent while only 27 percent of the sample responded from the low participating community. As mentioned in the limitations of this study these low rates may have been partially due to the fact that very few club leaders in either of these communities kept written records of membership lists. If anything, a scrap of paper with local phone numbers and/or first names were the best records available. An attempt was made by phoning and by consulting the local telephone directory to locate complete addresses but this was not always possible.



As a result, several questionnaires were returned, never having reached their intended receivers.

TABLE 1  
RESPONSE RATES

| Community          | Total Population | Sample Size | Number of Respondents | Percent Response |
|--------------------|------------------|-------------|-----------------------|------------------|
| High Participation | *413             | 206         | 85                    | 41               |
| Low Participation  | 362              | 180         | 49                    | 27               |

\*This figure does not include members of the Lawn Bowling Club, Men's Fitness Club or the Adult Swim Club from the high participating community. There were 33 members in the Lawn Bowling Club and unknown numbers in the other two.

Of the 134 returned responses, 18 were removed from the analysis of data process because either they were left blank, or the respondent was a high school student or because the respondent did not consider himself/herself to be a sport club member even though their name appeared on one of the membership lists.

As a result, the total number of responses submitted to the data analysis was 116.

The total population figure (413) quoted for the high participating community was under what it should have been due to the fact that three clubs were not included as a possible part of the sample. The Lawn Bowlers, primarily from the Tabor Home for the aged included 33 predominantly women members and it was suggested that the majority of them would be unable to answer the questionnaire unassisted. The Men's Fitness Club had no formal leader and no established membership list but nonetheless enough members did meet regularly each

morning to jointly pursue fitness activities and therefore the group was categorized as a club. The leader of the Adult Swim Club was contacted and interviewed by telephone but he did not provide a membership list.

The total sport club membership in the high participating community was therefore considered to be at least fifty members more than the 413 reported in Table 1.

Characteristics of the Sample. Table 2 indicates that both communities housed higher male membership than female and that this was more extreme in the low participating community. However, when the total adult populations for the two communities are examined (Appendix B) it can be seen that the female population is greater than the male population in both communities.

TABLE 2  
SPORT CLUB POPULATION

| Community          | Male | %  | Female | %  | Total |
|--------------------|------|----|--------|----|-------|
| High Participation | 219  | 53 | 194    | 47 | *465  |
| Low Participation  | 216  | 60 | 146    | 40 | 362   |
| Total Sample       | 435  | 57 | 340    | 43 | 775   |

\*This figure includes the addition of approximately 50 sport club members that were not included as part of the possible sample (see Table 1, page 34). This explains why the male and female figures in the above table do not add up to the total representing the total number of sport club participants in the high participating community.

Table 3 shows that there was no distinction to be made between the two communities in terms of involvement by individual members in



different numbers of clubs. The majority of persons in both communities participated in just one sport club.

TABLE 3  
MULTIPLE CLUB MEMBERSHIP

| Number of Members<br>Belonging to | High Partic.<br>Community |    | Low Partic.<br>Community |    |
|-----------------------------------|---------------------------|----|--------------------------|----|
|                                   |                           | %  |                          | %  |
| one club                          | 368                       | 89 | 324                      | 90 |
| two clubs                         | 39                        | 09 | 36                       | 09 |
| three or<br>more clubs            | 6                         | 02 | 4                        | 01 |

Of the 206 participants from the high participating community to receive questionnaires, 97 were females and 109 were males. The sample from the low participating community consisted of 72 females and 108 males. A total of 386 or 50 percent of all club members represented the sample. Table 4 on page 37 shows the sample upon which all data to be presented in this chapter was based. Although the N's are not as large as was hoped they would be, especially for females in the low participating community, it can be seen that the male participation was still ten percent greater than the women's. Therefore the responding sample can be said to be similar to the population at least with respect to sex.

The marital status of the sample is represented in Table 5 on page 37. It can be seen that married adults were in the majority in both communities almost doubling the number of single participants.

TABLE 4  
THE SAMPLE AS REPRESENTED BY RESPONDENTS

| Community          | Male | %  | Female | %  | Total |
|--------------------|------|----|--------|----|-------|
| High Participation | 40   | 53 | 35     | 47 | 75    |
| Low Participation  | 23   | 56 | 18     | 44 | 41    |
| Total Sample       | 63   | 55 | 53     | 45 | 116   |

TABLE 5  
MARITAL STATUS OF RESPONDENTS

| Marital Status | High Partic. Community | %    | Low Partic. Community | %    | Total Sample | %    |
|----------------|------------------------|------|-----------------------|------|--------------|------|
| Single         | 23                     | 30.7 | 13                    | 31.7 | 36           | 31.2 |
| Male           | 10                     | 13.3 | 9                     | 21.9 | 19           | 16.4 |
| Female         | 13                     | 16.7 | 4                     | 9.8  | 17           | 14.8 |
| Married        | 52                     | 69.3 | 28                    | 68.3 | 80           | 68.8 |
| Male           | 30                     | 40.0 | 14                    | 34.1 | 44           | 37.1 |
| Female         | 22                     | 29.3 | 14                    | 34.1 | 36           | 31.7 |
| Total          | 75                     |      | 41                    |      | 116          |      |

Table 6 on page 38 shows response by sport. As can be observed the N's in certain sport populations were rather small. Participants in curling, hockey and volleyball accounted for the majority of the responses.

The sample as it was represented by membership type is depicted in Table 7, page 38. As expected the regular members (76 percent of the total sample) outnumbered both board/executive members (16 percent) as well as heads of clubs (11 percent).



TABLE 6  
RESPONSE BY SPORT

| Sport      | High Partic.<br>Community | Low Partic.<br>Community | Total |
|------------|---------------------------|--------------------------|-------|
| Badminton  | 8                         | 1                        | 9     |
| Hockey     | 5                         | 14                       | 19    |
| Curling    | 31                        | 12                       | 53    |
| Softball   | 7                         | 2                        | 9     |
| Volleyball | 7                         | 8                        | 15    |
| Baseball   | 2                         | 0                        | 2     |
| Other      | 7                         | 0                        | 7     |

TABLE 7  
RESPONSE BY TYPE OF MEMBERSHIP

| Community          | Regular<br>Member | %  | Board/Exec.<br>Member | %  | Head of<br>Club | %  |
|--------------------|-------------------|----|-----------------------|----|-----------------|----|
| High Participating | 56                | 74 | 11                    | 15 | 8               | 11 |
| Low Participating  | 32                | 78 | 7                     | 17 | 3               | 5  |
| Total Sample       | 87                | 76 | 18                    | 16 | 11              | 8  |

Availability. The next series of tables compare the two communities with respect to availability. Tables 8 and 9 show some interesting trends. It can be seen that participation was more widely shared among all ages in the high participation community. Though both communities showed a tendency toward more participation by younger adults, the low participating community was more extreme.

TABLE 8  
PARTICIPATION BY AGE  
IN THE HIGH PARTICIPATING COMMUNITY

| Age    | Male | %    | Cumul<br>% | Female | %    | Cumul<br>% | Total | %    | Cumul<br>% |
|--------|------|------|------------|--------|------|------------|-------|------|------------|
| 17-19  | 3    | 7.5  | 7.5        | 7      | 20.6 | 20.6       | 10    | 13.5 | 13.5       |
| 20-24  | 6    | 15.0 | 22.5       | 5      | 14.7 | 35.3       | 11    | 14.9 | 28.4       |
| 25-29  | 4    | 10.0 | 32.5       | 8      | 23.5 | 58.8       | 11    | 14.9 | 43.3       |
| 30-34  | 9    | 22.5 | 55.0       | 3      | 8.8  | 67.6       | 12    | 16.2 | 59.5       |
| 35-39  | 5    | 12.5 | 67.5       | 3      | 8.8  | 76.4       | 8     | 10.8 | 70.3       |
| 40-45  | 3    | 7.5  | 75.0       | 3      | 8.8  | 85.2       | 6     | 8.1  | 78.4       |
| 45-49  | 4    | 10.0 | 85.0       | 2      | 5.9  | 91.1       | 6     | 8.1  | 86.5       |
| 50-59  | 3    | 7.5  | 92.5       | 1      | 2.9  | 94.0       | 4     | 5.4  | 91.9       |
| 60-    | 3    | 7.5  | 100.0      | 1      | 2.9  | 96.9       | 4     | 5.4  | 97.3       |
| Totals | 40   |      |            | 34     |      |            | 74    |      |            |

TABLE 9  
PARTICIPATION BY AGE  
IN THE LOW PARTICIPATING COMMUNITY

| Age    | Male | %    | Cumul<br>% | Female | %    | Cumul<br>% | Total | %    | Cumul<br>% |
|--------|------|------|------------|--------|------|------------|-------|------|------------|
| 17-19  | 6    | 26.1 | 26.1       | 0      | 0    | 0          | 6     | 14.6 | 14.6       |
| 20-24  | 7    | 30.4 | 56.5       | 4      | 22.2 | 22.2       | 11    | 26.8 | 41.4       |
| 25-29  | 1    | 4.4  | 60.9       | 3      | 16.7 | 38.9       | 4     | 9.8  | 51.2       |
| 30-34  | 4    | 17.4 | 78.8       | 6      | 33.3 | 72.2       | 10    | 24.4 | 75.6       |
| 35-39  | 1    | 4.4  | 82.7       | 2      | 11.1 | 83.3       | 3     | 7.3  | 82.9       |
| 40-44  | 2    | 8.8  | 91.5       | 1      | 5.6  | 88.9       | 3     | 7.3  | 90.2       |
| 45-49  | 1    | 4.4  | 95.9       | 0      | 0    | 88.9       | 1     | 2.4  | 95.0       |
| 50-59  | 0    | 0    | 95.9       | 1      | 5.6  | 94.5       | 1     | 2.4  | 95.0       |
| 60-    | 1    | 4.4  | 100.3      | 0      | 0    | 94.5       | 1     | 2.4  | 97.4       |
| Totals | 23   |      |            | 18     |      |            | 41    |      |            |

In the low participating community 41 percent of the participants were under 25 years of age while only 28 percent of the high



participating community's participants were younger than 25. In addition 22 percent of all high participating community participants were over forty while only ten percent represented this age group in the low participating community. This difference in age spread was more pronounced in the men's participation than in the women's.

Table 10 shows mean participation ages by sex and community as well as for the whole sample. It can be seen that the mean participation age for females was almost the same for both communities and for the entire represented sample. There was a difference of seven years in the average age of males in the two communities.

TABLE 10  
AVERAGE PARTICIPATION AGE  
OF PARTICIPANTS BY COMMUNITY AND BY SEX

| Community          | Male  | Female | Total Sample |
|--------------------|-------|--------|--------------|
| High Participating | 35.95 | 30.97  | 33.46        |
| Low Participating  | 28.61 | 30.59  | 29.60        |
| Total Sample       | 32.28 | 30.78  | 31.53        |

The total age range of all participants is shown for the sample and for the two communities by sex in Table 11 (page 41). No extreme difference between the two communities in age range was seen except with respect to females where the high participation community showed female participants of greater age diversity.

TABLE 11  
AGE RANGE OF PARTICIPANTS

| Community          | Male  | Range | Female | Range | Comb. | Range |
|--------------------|-------|-------|--------|-------|-------|-------|
| High Participating | 17-67 | 51    | 17-60  | 54    | 17-67 | 51    |
| Low Participating  | 18-73 | 56    | 18-50  | 33    | 18-73 | 56    |
| Total Sample       | 17-73 | 57    | 17-60  | 54    | 17-73 | 57    |

Table 12 describing the number of clubs shows the high participating community to have had 25 sport clubs in comparison to 20 in the low participating community. The low participating community had four more male sport clubs but the high participating community had 7 clubs exclusively for females in comparison to 2 in the low participating community. There were 13 coed clubs in the high participating community compared to 7 in the low participating community.

TABLE 12  
NUMBER OF CLUBS IN EACH COMMUNITY

| Community          | Total | Male | Female | Coed |
|--------------------|-------|------|--------|------|
| High Participating | 25    | 5    | 7      | 13   |
| Low Participating  | 20    | 9    | 2      | 9    |

Table 13 indicates that the number of different sport club activities was greater in the high participating community where 9 different sport activities existed in comparison to 6 in the low participating community.



TABLE 13

## SPORTS AVAILABLE IN EACH COMMUNITY

| Sports available in<br>high participating community | Sports available in<br>low participating community |
|-----------------------------------------------------|----------------------------------------------------|
| Badminton                                           | Badminton                                          |
| Hockey                                              | Hockey                                             |
| Curling                                             | Curling                                            |
| Softball                                            | Softball                                           |
| Volleyball                                          | Swimming                                           |
| Baseball                                            | Volleyball                                         |
| Lawn Bowling                                        |                                                    |
| Fitness                                             |                                                    |
| Swimming                                            |                                                    |
| 9                                                   | 6                                                  |
| -Total Sports-                                      |                                                    |

Affiliation. Tables 14, 15 and 16 are associated with affiliation. It was hypothesized that the community of high participation would have a greater percentage of its clubs affiliated with provincial sport associations. Table 14 on page 43 does in fact support this hypothesis mildly. It can be observed that 36 percent of the sport clubs from the high participating community were affiliated with provincial sport associations as compared to 25 percent from the low participating community.

Table 15 on page 43 shows affiliation by sport and community. There did not appear to be any differences in individual sport affiliation by community. Both communities showed tendencies for high affiliation in curling, softball and swimming. All the other sports

showed low rates of affiliation.

TABLE 14  
AFFILIATION OF CLUBS TO  
PROVINCIAL SPORT ASSOCIATIONS

| Community          | Number of clubs | Number Affiliated | Percent |
|--------------------|-----------------|-------------------|---------|
| High Participating | 25              | 9                 | 36      |
| Low Participating  | 20              | 5                 | 25      |
| Total Sample       | 45              | 14                | 31      |

TABLE 15  
AFFILIATION OF CLUBS TO PROVINCIAL  
SPORT ASSOCIATIONS BY COMMUNITY AND SPORT

| High Participating Community |                 |                   |     | Low Participating Community |                   |      |
|------------------------------|-----------------|-------------------|-----|-----------------------------|-------------------|------|
| Sport                        | Total No. Clubs | Number Affiliated | %   | Total No. Clubs             | Number Affiliated | %    |
| Badminton                    | 1               | 0                 | 0   | 1                           | 0                 | 0    |
| Hockey                       | 2               | 0                 | 0   | 6                           | 1                 | 16.6 |
| Curling                      | 3               | 3                 | 100 | 2                           | 2                 | 100  |
| Softball                     | 3               | 3                 | 100 | 2                           | 2                 | 100  |
| Volleyball                   | 12              | 1                 | 8.3 | 8                           | 0                 | 0    |
| Swimming                     | 1               | 1                 | 100 | 1                           | 1                 | 100  |
| Baseball                     | 1               | 1                 | 100 |                             |                   |      |



Table 16 (page 45) lists reasons given for non-affiliation by sport and by community. No trends appeared to be unique to one community as opposed to the other. The central reason volunteered by volleyball, hockey and badminton for non-affiliation revolved around the point that a highly competitive experience was neither desirable nor a necessary club objective. Responses reflected that club leaders felt provincial associations were mainly interested in and placed a higher priority on highly competitive athletes and programs. In accordance, the majority of clubs saw no point in becoming affiliated. This probably explains the low affiliation rate displayed in both communities. The difference in affiliation rates between the two communities was not great. One hockey club suggested that the provincial hockey association could offer no services that could not be provided within the local league itself. However, there was still a high affiliation fee. The Ladies Curling Club in the high participating community suggested that by affiliating with the provincial ladies curling association the club then was allowed to host bonspiels thus increasing the amount of possible participation.

Effective Management. The data related to effective management was ascertained from the Participants' Survey. The factor analysis utilized for this study was a principal factor solution with iteration, rotated orthogonally according to the Varimax criterion. The minimum eigenvalue was set at one. The six measures originally tested were not valid. That is, the questionnaire did not measure what it intended.

TABLE 16  
SUMMARY OF REASONS FOR NON-AFFILIATION

| Reason                                                       | Low Partic.<br>Community | High Partic.<br>Community |
|--------------------------------------------------------------|--------------------------|---------------------------|
| Recreation and fun main aim                                  | Volleyball<br>Hockey     | Hockey                    |
| High skill level not a goal                                  | Volleyball               |                           |
| Skill level not high enough                                  | Hockey                   | Volleyball                |
| Felt no need                                                 | Badminton                |                           |
| High competition discouraged                                 |                          | Badminton                 |
| Services offered are not unique<br>(can be provided locally) |                          | Hockey                    |

Content validity, "the degree that the score or scale being used represents the concept about which generalizations are to be made" can be determined by comparing the correlations between the items in a factor (Hall, 1974). "The higher the correlations, the better the items measure the same attitude" (Hall, 1974).

Tables 17 to 20 show the correlation coefficients of the items in four of the original variables that were investigated. It is obvious that since the correlations between items in each of the variables are low, it cannot be claimed that they cluster to account for a common concept.

The remaining two of the six measures (member loyalty and member control dissatisfaction) were described in the literature as indicators of effective management. That is, they would be observable manifestations of effective or ineffective management. It was expected that they



would be highly correlated with the other measures. This did not occur.

TABLE 17

## CORRELATION COEFFICIENTS BETWEEN ITEMS FOR CONTROL

| Item | 1       | 2       | 3       | 5        |
|------|---------|---------|---------|----------|
| 1    | 1.00000 | 0.50378 | 0.22796 | -0.01012 |
| 2    |         | 1.00000 | 0.28200 | 0.11914  |
|      |         |         | 1.00000 | 0.03113  |
|      |         |         |         | 1.00000  |

TABLE 18

CORRELATION COEFFICIENTS  
BETWEEN ITEMS FOR COMMUNICATION

| Item | 6       | 7       | 8       | 9       | 10      | 11      | 12      |
|------|---------|---------|---------|---------|---------|---------|---------|
| 6    | 1.00000 | 0.16769 | 0.37157 | 0.25365 | 0.19459 | 0.08843 | 0.33816 |
| 7    |         | 1.00000 | 0.54427 | 0.27367 | 0.50740 | 0.06924 | 0.49240 |
| 8    |         |         | 1.00000 | 0.31129 | 0.40755 | 0.08883 | 0.43969 |
| 9    |         |         |         | 1.00000 | 0.41541 | 0.38731 | 0.34318 |
| 10   |         |         |         |         | 1.00000 | 0.10365 | 0.48150 |
| 11   |         |         |         |         |         | 1.00000 | 0.23871 |
| 12   |         |         |         |         |         |         | 1.00000 |

TABLE 19

CORRELATION COEFFICIENTS BETWEEN  
ITEMS FOR ORGANIZATIONAL EFFECTIVENESS

| Item | 1       | 2       | 3       | 5        | 6       | 7       | 8       | 9       | 10      | 11      | 12      |
|------|---------|---------|---------|----------|---------|---------|---------|---------|---------|---------|---------|
| 1    | 1.00000 | 0.50378 | 0.22796 | -0.01012 | 0.26429 | 0.16012 | 0.30571 | 0.33333 | 0.18153 | 0.26037 | 0.21447 |
| 2    |         | 1.00000 | 0.28200 | 0.11914  | 0.16570 | 0.22570 | 0.25756 | 0.27354 | 0.43605 | 0.18105 | 0.29131 |
| 3    |         |         | 1.00000 | 0.26331  | 0.24704 | 0.29278 | 0.45310 | 0.44450 | 0.31314 | 0.19429 | 0.42783 |
| 5    |         |         |         | 1.00000  | 0.22185 | 0.00765 | 0.10419 | 0.23619 | 0.14312 | 0.26793 | 0.23619 |
| 6    |         |         |         |          | 1.00000 | 0.16769 | 0.37157 | 0.25365 | 0.19459 | 0.08843 | 0.43969 |
| 7    |         |         |         |          |         | 1.00000 | 0.54427 | 0.27367 | 0.50740 | 0.06924 | 0.49240 |
| 8    |         |         |         |          |         |         | 1.00000 | 0.31129 | 0.40755 | 0.08883 | 0.43969 |
| 9    |         |         |         |          |         |         |         | 1.00000 | 0.41541 | 0.38731 | 0.34318 |
| 10   |         |         |         |          |         |         |         |         | 1.00000 | 0.10365 | 0.48150 |
| 11   |         |         |         |          |         |         |         |         |         | 1.00000 | 0.23871 |
| 12   |         |         |         |          |         |         |         |         |         |         | 1.00000 |



TABLE 20

## CORRELATION COEFFICIENTS

BETWEEN ITEMS FOR LEADERSHIP

| Item | 13      | 14      | 15      | 16      | 17      | 18      | 19      | 20      | 21      |
|------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| 13   | 1.00000 | 0.40469 | 0.57300 | 0.44393 | 0.03888 | 0.56972 | 0.44249 | 0.44895 | 0.31131 |
| 14   |         | 1.00000 | 0.35515 | 0.42358 | 0.47049 | 0.38158 | 0.39862 | 0.35224 | 0.49013 |
| 15   |         |         | 1.00000 | 0.36895 | 0.44004 | 0.49349 | 0.28176 | 0.53554 | 0.25773 |
| 16   |         |         |         | 1.00000 | 0.64952 | 0.44963 | 0.25848 | 0.49859 | 0.59559 |
| 17   |         |         |         |         | 1.00000 | 0.49247 | 0.36615 | 0.56612 | 0.63577 |
| 18   |         |         |         |         |         | 1.00000 | 0.38987 | 0.44153 | 0.44863 |
| 19   |         |         |         |         |         |         | 1.00000 | 0.53825 | 0.33360 |
| 20   |         |         |         |         |         |         |         | 1.00000 | 0.52351 |
| 21   |         |         |         |         |         |         |         |         | 1.00000 |

Six factors were at first identified by the factor analytic procedure. These six factors accounted for 63.7 percent of all the variance. When all the other iterations were controlled, three main factors accounted for eighty percent of the variance of the six. The clusters that formed these three factors and their correlation coefficients are shown in Tables 21 to 23.

TABLE 21  
CORRELATION COEFFICIENTS  
BETWEEN ITEMS FOR FACTOR 1

| Item | 13      | 15      | 18      | 20      |
|------|---------|---------|---------|---------|
| 13   | 1.00000 | 0.57300 | 0.56972 | 0.44895 |
| 15   |         | 1.00000 | 0.49349 | 0.53554 |
| 18   |         |         | 1.00000 | 0.44153 |
| 20   |         |         |         | 1.00000 |

TABLE 22  
CORRELATION COEFFICIENTS  
BETWEEN ITEMS FOR FACTOR 2

| Item | 3       | 7       | 8       |
|------|---------|---------|---------|
| 3    | 1.00000 | 0.29278 | 0.45310 |
| 7    |         | 1.00000 | 0.54427 |
| 8    |         |         | 1.00000 |



TABLE 23  
CORRELATION COEFFICIENTS  
BETWEEN ITEMS FOR FACTOR 3

| Item | 5       | 9       | 14      |
|------|---------|---------|---------|
| 5    | 1.00000 | 0.23619 | 0.31513 |
| 9    |         | 1.00000 | 0.47182 |
| 14   |         |         | 1.00000 |

A factor matrix is a table of coefficients that expresses the relationship between items and the underlying factors. The entries on the table are called factor loadings and are interpreted similarly to correlation coefficients in that they express correlation between items and factors.

Table 24 shows the factor loadings for factor 1, 2 and 3.

TABLE 24  
SUMMARY OF ROTATED FACTOR LOADINGS

| Item | Factor 1 | Item | Factor 2 | Item | Factor 3 |
|------|----------|------|----------|------|----------|
| 13   | 0.59059  | 3    | 0.56873  | 5    | 0.49866  |
| 15   | 0.86538  | 7    | 0.56165  | 9    | 0.63062  |
| 18   | 0.51500  | 8    | 0.69480  | 14   | 0.49912  |
| 20   | 0.53689  |      |          |      |          |

It can be seen that the items did load moderately on the underlying factor. The complete table of factor loadings can be found in Appendix D where it can be seen in all instances that the highest loading for that item did fall under the correct factor. In addition in all cases item loadings were very low on other factors.

It is realized at this point that a discussion of the original six measures would be pointless because the factor analysis revealed their invalidity. The factor matrix did show six factors but the items did not cluster in the way expected. Three of these six new factors accounted for eighty percent of the variance. Correlation coefficients and item loadings within clusters did show moderate scores. As a result of the factor analysis it was decided that the discussion of effective management would be based on the three new factors.

It should be realized by the reader, however, that a great deal of confidence cannot be placed in these results. Correlation coefficients between items in each cluster were moderate, but they are by no means high. In addition the six factors identified by the factor analysis accounted for only 63.7 percent of the total variance of the 22 items. The three factors that were subsequently examined accounted for 80 percent of that which in total was 50.4 percent of the total variance.

The specific items composing Factor 1 included questionnaire questions 1, 3, 6 and 8 from Part III (Appendix A). All these items sought members' judgements of their leaders and his/her ability to initiate structure.



Three items constituted Factor 2. They included items 3, 7 and 8 from Part II. Collectively, the items sought respondents' perception of regular member influence and the sharing of ideas by all club members.

Factor 3 was composed of three items from the Participants' Survey including questions 5 and 9 from Part II and question 2 from Part III. All three items sought the member's perception of his own behavior and his contributions to the club.

A measure of internal consistency reliability indicates the consistency with which respondents answered questions in that one test - in other words, the degree to which respondents answer all the questions in the same way. The Kuder-Richardson formulas provide estimates of the reliability of a single test from a single administration. One of these formulas (Alpha) was utilized in this study. Internal consistency reliability estimates were computed for each of the three scales (factors) of effective management. Factor 1 relating to the leader's ability to initiate structure had an internal consistency reliability estimate of .80. The estimate of the internal consistency reliability for Factor 2 (respondent's perception of regular member influence and the sharing of ideas by club members) was .68. Factor 3, respondents' perception of their own contribution and the leader's appreciation of that contribution had an estimate of .56 for internal consistency reliability.

These scores were estimated on the basis of the variances of each of the items within their respective domains (factors). Table 40 (Appendix D) shows the covariance matrix for each of the three factors with the underlined values representing the item variances.

In keeping with the original hypothesis of the study, that the high participating community would score higher in effective management, means for the three new factors were computed. Factor 1 composed of four items from the questionnaire had a maximum possible score of 20. The average score for this factor in the high participating community was 15.54 while 15.23 was the mean score for Factor 1 in the low participating community. The maximum score for Factors 2 and 3 was 15. The high participating community had mean scores of 11.09 and 11.47 for Factors 2 and 3. Scores of 11.24 and 11.73 were the averages for Factor 2 and 3 in the low participating community.

Tables 25 to 27 show the results of a one-way analysis of variance that compared the mean score for each of the three factors by community.

TABLE 25

SUMMARY OF THE ONE-WAY ANALYSIS  
OF VARIANCE OF LEADERSHIP SCORES BETWEEN COMMUNITIES  
(FACTOR 1)

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Scores | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 2.6914         | 1                  | 2.6914      | 0.4031 |
| Within Groups       | 741.0625       | 111                | 6.6762      |        |
| Total               | 743.7539       | 112                |             |        |

$T = 0.6349$

Tables 25, 26 and 27 indicate that there was no significant difference between the two communities with respect to the three factors.



TABLE 26  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF RESPONDENTS' PERCEPTION  
OF REGULAR MEMBERS INFLUENCE AND SHARING BETWEEN COMMUNITIES  
(FACTOR 2)

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Scores | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 0.5859         | 1                  | 0.5859      | 0.1363 |
| Within Groups       | 485.9023       | 113                | 4.3000      |        |
| Total               | 486.4883       | 114                |             |        |

T = 0.3691

TABLE 27  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE BETWEEN COMMUNITIES OF  
RESPONDENTS' PERCEPTION OF THEIR OWN BEHAVIOR AND CONTRIBUTION  
(FACTOR 3)

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Scores | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 1.8546         | 1                  | 1.8516      | 0.7001 |
| Within Groups       | 296.2188       | 112                | 2.6448      |        |
| Total               | 298.0703       | 113                |             |        |

T = 0.8367

An investigation of the three factors in conjunction with sex, sport and type of member was also conducted. The one-way analysis of variance in each case showed that the three factors were not significantly different for the compared groups (Appendix D).

It has been assumed that an organization will continue to exist as long as members continue to be satisfied (Gross, 1964). Table 28 shows the average age of clubs by community. It can be seen that clubs in the high participating community survived longer on the average.

TABLE 28  
AGE OF CLUBS BY COMMUNITY

| Community          | Total of all club ages in years | No. of clubs | Average age |
|--------------------|---------------------------------|--------------|-------------|
| High Participating | 182                             | 23           | 7.9         |
| Low Participating  | 126                             | 20           | 6.3         |

Table 29 shows the average years of membership in clubs by sport club members. It can be observed that participants in the high participating community continued their involvement for a longer average period of time.

TABLE 29  
AVERAGE YEARS OF MEMBERSHIP

| Community          | Male | Female | Total |
|--------------------|------|--------|-------|
| High Participating | 6.9  | 5.6    | 6.3   |
| Low Participating  | 5.1  | 3.7    | 4.5   |



## Discussion

Availability. It was predicted that the high participating community would display a greater degree of availability than the low participating community. Generally this prediction was supported as the high participating community had more clubs that offered more diversified programs. It outnumbered the low participating community in both female and coed programs and offered a greater variety of sport activities.

A greater degree of representation of all ages in sport participation was displayed by the higher participating community. This cannot be explained on the basis of our definition of availability as it has been utilized thus far. Birch and Veroff (1966) also state, "A society builds prescriptions for good behavior, a family builds inhibitions of normally acceptable behavior. And thus certain responses become unavailable for certain people in certain settings."

Perhaps participation in sport by adults over 35 falls outside the boundaries of acceptable behavior and is thus not an available behavior for them. This may be more extreme in the low participating community and is a possible explanation for the difference in participation by age between the two communities.

Affiliation. The prediction that more clubs would be affiliated to provincial sport associations in the community of higher participation was not significantly supported. The fact that only 31 percent of all the clubs from both communities, however, were affiliated seems more significant than the difference between the two communities. The prediction was based on the assumption that the quality of the club

could not help but be upgraded as a result of services and information that could be made available by the provincial association.

The perception of the majority of club leaders was that provincial associations place more interest and higher priorities on high competitive athletes and programs. Since high level competition was not the main aim for the majority of clubs, affiliation was not desirable or necessary.

Effective Management. The factor analytic procedure revealed that three major factors were to be considered when determining the degree of effective management. Factor 1 was concerned with the leader's ability to initiate structure. Factor 2 centered around the respondent's perception of regular members degree of sharing of ideas and the amount of influence they had on one another. The respondent's perception of his own actions and contributions to the club constituted Factor 3. Factor 1 accounted for 59.5 percent of the variance of all the factors. This means that respondents from the sample considered leadership by far to be the most important factor. The type of leader considered to be the most ideal was the one that initiated structure. This result is somewhat contrary to the original hypothesis based on research by Likert where it was predicted that the human relations type of leadership would be the most ideal. Likert, however did not suggest that the directive approach was not also an important consideration. In his discussion of successful superiors he did state that effective leader behavior included high expectations, initiation of schedules, the training of employees, etc. According to Likert, however these behaviors were of secondary importance to the main factor which was the production of



a highly supportive, human-relations oriented environment.

Basically the factor analysis conducted in this study reversed the importance of the factors. Factor 2 and 3 were similar in many respects to Likert's opinion of what the most important factor is. The results of this study showed that the most important aspect of the effective management of a sport club was the leadership behavior that initiated the structure.

The factors selected in this study to represent effective management were taken from the results of research in business, industry and voluntary organizations and this may be the reason for the discrepancy. The sport club may in fact be unique. It may, in many cases be a situation where favorableness for the leader is low, where task oriented leaders tend to be the most successful (Fiedler, 1969).

When the two communities were compared with respect to the three factors, no significant differences were found. Therefore, it was concluded that a greater degree of effective management was not more characteristic of the high participating community.

The statistics displayed in Tables 28 and 29 (page 55) infer, however that participants were more satisfied with their sport club involvement in the high participating community as opposed to the low. They maintained membership in sport clubs longer and the survival of sport clubs was slightly longer. This phenomenon cannot be attributed to more effective management in the high participation community at least in this study because the related factors were not significantly different in the two communities.

The results of this study suggest that a high degree of effective management and affiliation of sport clubs to provincial sport associations

are not more characteristic of high participating communities. The only one of the three variables predicted to exist to a greater degree in a high participating community was availability. Perhaps these variables need to be differently examined before they can be completely discarded. Smith and Reddy (1972) suggest, however, that the problem may be attacked differently. Motivation for participation in any one program may not solely be a function of that program. There may be factors in the larger environment itself that account partially or in conjunction with individual organizational factors for an individual's likelihood of participation in any one of several activities. Such a possibility has been suggested by Smith and Reddy (1972). Their work showed that by holding socioeconomic status constant some communities simply had greater overall levels of organizational development than others. These communities had more banks, stores, hospitals, etc., as well as a strong sense of community pride and a town identity. They cared about their town; they had a local newspaper that was published solely for that town. These communities, it was found, tended to have more voluntary organizations and more individual participants.

Considering the evidence just described, perhaps a way of alleviating the problem of low participation in sport would be to upgrade total community development programs. A manifestation of an all around well developed community would thus be an increase in organized sport involvement.



## CHAPTER V

### SUMMARY AND CONCLUSIONS

#### Summary

The purpose of this study was to compare a community of high organized sport participation to one of low organized sport participation with respect to three selected variables namely availability, management and affiliation of sport clubs to provincial sport associations. The two selected communities were sociometrically similar and represented high and low participation in organized sport as judged by a panel of experts.

Total adult sport club population in the high participating community was 465. The sample from this community consisted of a possible 206 respondents. Response rate was 41 percent in the high participation community. Of 362 sport club members, 180 represented the possible sample for the low participating community and the response rate was 27 percent. Results of the study were based on 116 respondents who demonstrated the same characteristics as were evidenced in the larger population.

Questionnaires that presumably tested organizational effectiveness were sent to 386 sport club members from both communities. Data which was required to examine the other variables, availability and affiliation of sport clubs to provincial sport associations, was attained via a personal interview with all sport club leaders and consultation with various key citizens in each community.

The results of this study did show that the degree of

availability was higher in the high participating community. It had more sport clubs, more opportunities for female membership via more female sport clubs, more coed clubs and a greater variety of sports. In addition, the higher participating community displayed adult participation to be spread over a greater age range. It was suggested that though neither community had stated age restrictions perhaps unstated social restrictions (community prescriptions) may have accounted for this discrepancy and that on this basis participation by older adults may not have been as available in the low participating community.

Although the higher participating community did show a slightly higher rate of sport club affiliation (36 percent) than the low participating community (25 percent), this difference was by no means great. The original assumption that affiliation is desirable because it would add to the overall quality of a sport club program needs to be reconsidered. The predominant perception of most club leaders about provincial sport associations was that these associations were concerned primarily with highly competitive programs. The majority of club leaders saw no reason to become affiliated. On the basis of these results it was impossible to conclude that affiliation was a characteristic of the high participating community as opposed to the low.

A factor analysis of the data produced by the questionnaire revealed effective management to be accounted for by six entirely different factors than those the author originally investigated. The degree of validity was not overly high but three of the six new factors were nonetheless identified and compared by community.



None of the mean scores were significantly different. The prediction that the high participating community would have a higher degree of effective management was not supported in this study.

It was valuable to note, however, that the factor analysis did identify three underlying factors of effective management, the most important of which was the leader's ability to initiate structure. Contrary to what was expected this factor accounted for most of the variance. Two other factors accounted for considerably less of the variance but were fairly substantial as can be seen in Table 30 (Appendix D). They represented respondents' perception of his own role in the club. These last two factors were much closer to the factors the study originally presumed to be the possible criteria of effective management (the human relations approach).

Only one of the variables that was predicted to show significantly higher scores in the high participating community did so. In this study the high participating community did have a greater degree of availability.

The fact that members continued their membership longer and sport clubs survived for a longer time suggests, however, that sport club members in the high participating community were more satisfied with their sport club experience.

### Conclusions

Within the limitations of this study the following conclusions were made:

1. A higher degree of availability of organized sport was found to exist in the high participating community. This suggests that in order

to improve participation rates in organized amateur sport, more programs that offer greater diversification of experience and activities need to be developed.

2. The majority of sport clubs in the total sample did not affiliate with provincial sport associations. This trend was not markedly greater in the low participating community. The reasons provided by club leaders suggest that they perceive that provincial sport associations care more about sophisticated programs involving highly competitive athletes. Unless provincial sport associations take steps to change these perceptions, the affiliation rate is not likely to improve.

3. Three moderately valid factors underlying effective management in a sport club context were found in this study. The first and most important factor was concerned with leader behavior. The effective sport club leader should be firm, yet friendly and helpful. He should have high expectations for the group while possessing the competency necessary to direct the group and he should be willing to put in ample time and effort to accomplish his task. The second underlying factor of effective management concerned regular club members. They should be able to influence club decisions, should be kept adequately informed of club affairs and their understanding of club goals, rules and responsibilities should be similar to the club leader's understanding. A member's own perception as to his 'place' in the club constitutes the third underlying factor of effective management. He must feel that he does his part, he must be willing to listen to the ideas and opinions of other members and he must feel that the leader values his contribution to the club.



This information could be of value in leadership training programs in the amateur sport realm.

4. Two of the most popular sport activities in both communities, hockey and volleyball, were composed almost entirely of industrial teams. Of the seven hockey clubs, five were industrial clubs. That is, the club was comprised completely of people who worked together in the same institution, plant or store. Similarly of the 21 volleyball clubs, 18 were industrial clubs. This suggests that local league and organizers of other programs may be able to increase the number of persons participating by merely encouraging companies or institutions to form sport groups composed of employees. At least in the two communities studied it seemed that participation with a group of fellow workers was attractive to a large number of individuals.

The encouragement of more participation in this way would be worthwhile.

#### Recommendations for Further Study

It has been assumed in this study that the majority of provincial sport associations are concerned with the development and encouragement of all participants and programs regardless of calibre. The majority of sport club leaders in this study, however, perceived that their respective sport associations were concerned only with highly competitive programs. Further investigation into these perceptions would be valuable. Such a study would alert provincial sport associations about the problem and as a result this may encourage the associations either to extend services to meet the needs of a greater number of individuals and groups or to take steps to correct

present perceptions.

This study marks the first attempt to establish criteria that describes an effective sport club. It is recommended that more refined research be conducted along these lines. Testing of the three factors identified in this study should be conducted in other situations. An urban study would be valuable.

The survival of all forms of recreation programs depend upon volunteers. The general membership is voluntary and the leaders are, in most cases volunteers. Therefore it is suggested that more knowledge be sought about the nature of voluntarism.

The potential of industrial sport clubs has been shown in this study. An increase in the number of industrial sport clubs in other communities and cities would most certainly bolster the rate of amateur sport participation. The development of more industrial clubs may help persons unwilling or unable to seek involvement on their own. Ways and means of developing this concept should be examined. A thorough investigation of the European sport club system where industrial sport clubs are fully utilized in the total program is suggested.



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APPENDIX A

MATERIALS RELATED TO THE COLLECTION OF THE DATA

## PROVINCE OF MANITOBA SPORTS DIRECTORATE

To The Respondent

I am presently conducting a research project for the Province of Manitoba. The study attempts to identify some of the factors that relate to high participation in organized amateur sport.

I would appreciate it very much if you would complete the attached questionnaire as soon as possible and return it in the enclosed self-addressed stamped envelope.

Some of the questions may seem strange or irrelevant to you, however we would request you attempt to answer all questions to the best of your ability. As you know, the higher the response rate to any survey, the more valid the results. Therefore your completed questionnaire is very important and we would appreciate your co-operation and assistance.

Thanking you in advance.

Yours sincerely,

Laurie Leveille.



Your name is not required and all information collected will be dealt with in strict confidence.

- Q1 What is your sex? male \_\_\_\_\_  
female \_\_\_\_\_
- Q2 What is your age in years? \_\_\_\_\_
- Q3 What is your marital status? single \_\_\_\_\_  
married \_\_\_\_\_
- Q4 Do you attend high school? yes \_\_\_\_\_  
no \_\_\_\_\_
- Q5 Please list those sports in which you participate as a member of a sport club. Circle the one you are going to use as a basis for answering the remainder of the questionnaire. (A sport club is defined in this study as any group or groups of four or more persons who meet regularly to participate in some organized sport program. One or several sports may be involved.) \_\_\_\_\_  
\_\_\_\_\_
- Q6 How long have you been a member of this club? \_\_\_\_\_ years.
- Q7 In the sport club are you a regular member \_\_\_\_\_  
An executive or board member \_\_\_\_\_  
Head of the club \_\_\_\_\_  
(coach, manager, president, etc.)

Please underline the answer that best describes the situation in your sport club. If you belong to more than one sport club, answer the entire questionnaire as it relates to the sport you are most involved in.

- Q1/ Your efforts contribute to the success of your club goals.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q2 Your suggestions have an influence upon club decisions.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree

- Q3 Regular members of your club have an influence upon club decisions.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q4 Regular members of your club should have more influence upon club decisions.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q5 Other members and leaders in your club can influence your opinions and actions concerning club affairs.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q6 Members of your club often get together informally.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q7 All club members are kept adequately informed about club affairs.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q8 Members and leaders in your club have similar understandings about club goals, rules and responsibilities.
- Q9 You try to pass information along to all persons in the club for whom that information is necessary.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q10 Other members and leaders in the club pass necessary information pertaining to club affairs along to you and are willing to listen to your ideas and opinions.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q11 You usually appreciate information from your leader and attempt to react favourably to it.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q12 Your club offers ample opportunity for exchange of ideas and expression of opinions.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree

### PART III

Please underline the answer that best describes the situation in your sport club. If you are a regular member, answer in reference to that leader you believe to be closest to you. If you are an executive/board member please answer in reference to that person on the executive/board who has the highest authority in that group. If you are the head of the club (president, coach, manager, etc.), answer in relation to yourself as the leader.

- Q1 Your leader is firm - yet friendly and helpful.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q2 Your leader values your contribution to the club.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree



- Q3 Your leader has high expectations for the club.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q4 Your leader seeks the suggestions and ideas of club members regarding decisions, setting of group goals, etc.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q5 Your leader truly cares for both the club and the individuals in the club.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q6 Your leader possesses the competency necessary to direct the group.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q7 Your leader is properly organized.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q8 Your leader puts in a lot of time and effort for your club.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree
- Q9 Your leader is easily approachable and willing to listen to you.  
a) strongly agree b) agree c) undecided d) disagree e) strongly disagree

#### PART IV

Please underline that answer that best states your feeling.

- Q1 Suppose your sport club were in real danger of folding up. How much effort would you be willing to spend in order to prevent this?  
a) a great deal b) some c) undecided d) not very much e) none
- Q2 How many individuals in your club provide an outstanding contribution in terms of leadership and effort? \_\_\_\_\_

THANK YOU VERY MUCH FOR YOUR COOPERATION AND SUPPORT IN COMPLETING THIS QUESTIONNAIRE. PLEASE RETURN IT IN THE ENCLOSED SELF-ADDRESSED STAMPED ENVELOPE.

August, 1974

Dear Respondent:

Recently you received a short questionnaire that relates to your participation in organized amateur sport. The questionnaire seeks to identify some factors that relate to participation in a sport organization and will be used by me as part of my thesis at the University of Alberta. It will also be used as a basis for a list of recommendations to the Manitoba government that relates to the administration of sport in Manitoba.

As of today, your completed questionnaire has not been received for one reason or another but I hope you will find time soon. As you know, the results of a survey are more true if there is a high response rate. Thanks again for your time and co-operation.

Yours sincerely,

Laurie Leveille.



October 3, 1974

Dear Respondent:

During the month of August you received a short questionnaire that seeks some information and your opinions regarding your participation in local sport clubs.

On the basis of the questionnaire I am hoping to be able to come up with some useful descriptive information relating to organizational factors and how they are or are not characteristic of high participation in amateur sport.

Recently there have been conflicting opinions about the affect of management or high organization programs on participation but as of date no research has been conducted in the Sport Realm.

I thought this would be an interesting and worthwhile study to conduct in Manitoba and am hoping to use the results as a basis for my Masters thesis at the University of Alberta as well as to report the results to the Province of Manitoba with recommendations - re organization and participation.

To date responses have not been very good:

66 out of 206 possible in Morden  
32 out of 180 possible in Winkler

Therefore I have been unable to examine results thus far.

Could I once again ask for your co-operation in completing the questionnaire and returning it in the self-addressed stamped envelope. Thanks!

Yours sincerely,

Laurie Leveille

SURVEY OF LOCAL MANITOBA RURAL SPORT CLUBS  
(Club Leaders' Interview)

Personal Interview \_\_\_\_\_

Phone Interview \_\_\_\_\_

NAME OF SPORT CLUB \_\_\_\_\_

MAIN MEETING PLACE \_\_\_\_\_ Town \_\_\_\_\_

SPORT/SPORTS SPONSORED \_\_\_\_\_

WHICH OF THE ABOVE ARE NOT AFFILIATED WITH PROVINCIAL SPORT ASSOCIATIONS?

\_\_\_\_\_

WHY? \_\_\_\_\_



APPENDIX B

MATERIALS RELATED TO THE SELECTION OF THE COMMUNITIES

## SOCIOMETRIC INFORMATION

|                           | ALTONA                                                                                                                                      | WINKLER                                                                                                                                          | MORDEN                                                                                                                                                 |
|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|
| POPULATION                | Total 2125<br>Male 1015-48%<br>Female 1110-52%                                                                                              | Total 2985<br>Male 1365-46%<br>Female 1615-54%                                                                                                   | Total 3270<br>Male 1525-47%<br>Female 1740-53%                                                                                                         |
| AGE                       | 15-19 - 200 9%<br>20-24 - 160 8%<br>25-29 - 140 7%<br>30-34 - 90 4%<br>35-39 - 90 4%<br>40-44 - 100 5%<br>45-49 - 95 4.5%<br>50-54 - 100 5% | 15-19 - 275 9%<br>20-24 - 220 7.5%<br>25-29 - 165 5.5%<br>30-34 - 140 5%<br>35-39 - 125 4%<br>40-44 - 130 4%<br>45-49 - 140 5%<br>50-54 - 145 5% | 15-19 - 300 9%<br>20-24 - 255 7.8%<br>25-29 - 195 6%<br>30-34 - 155 4.5%<br>35-39 - 140 4.3%<br>40-44 - 130 4%<br>45-49 - 175 5.4%<br>50-54 - 150 4.6% |
| HOME OWNERSHIP            | No. homes 685<br>No. owned 535<br>78%                                                                                                       | No. homes 920<br>No. owned 710<br>77%                                                                                                            | No. homes 1070<br>No. owned 825<br>77%                                                                                                                 |
| TOTAL TAX ASSESSMENT      | 3,596,690                                                                                                                                   | 5,978,080                                                                                                                                        | 7,191,110                                                                                                                                              |
| ANNUAL FAMILY INCOME      | \$3,766                                                                                                                                     | \$3,489                                                                                                                                          | \$3,865                                                                                                                                                |
| INCOME DISTRIBUTION       | -2999- 4.8%<br>3000-5900-19.5%<br>6000-9000-38.7%<br>10,000- 35.8%                                                                          | -2999- 4.84%<br>3000-5900-20.3%<br>6000-9000-33.2%<br>10,000- 42.7%                                                                              | -2999- 3.64%<br>3000-5900-18.3%<br>6000-9000-28.0%<br>10,000- 50.2%                                                                                    |
| ETHNIC ORIGIN             | German 47%<br>Neth. 34%                                                                                                                     | German 66%<br>Neth 24%                                                                                                                           | German 41%<br>Neth 18%                                                                                                                                 |
| RELIGIOUS AFFILIATION     | Mennonite 75%                                                                                                                               | Mennonite 87%<br>United                                                                                                                          | Mennonite 41%<br>United 25%                                                                                                                            |
| FAMILY PERSONS            | % of tot. pop.<br>that are family<br>persons - 89%                                                                                          | % of tot. pop.<br>that are family<br>persons - 84%                                                                                               | % of tot. pop.<br>that are family<br>persons - 76%                                                                                                     |
| RECREATION FACILITY INDEX | .523                                                                                                                                        | .476                                                                                                                                             | .523                                                                                                                                                   |



|                           | PORTAGE                                                                                                  | MORRIS                                                             | GARMAN                                                                                                                                   |
|---------------------------|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| POPULATION                | Total 12,950<br>Male 6,385 49%<br>Female 10,55 52%                                                       | Total 1430<br>Male 725 48%<br>Female 1055 52%                      | Total 2020<br>Male 975 48%<br>Female 1055 52%                                                                                            |
| AGE                       | 15-19 - 11%<br>20-24- 9.1<br>25-29- 6.6<br>30-34- 5.8<br>35-39- 5.2<br>40-44- 5%<br>45-49- 5.3<br>50-54- |                                                                    | 15-19-145 7%<br>20-24-130 6.4%<br>25-29-105 5.2%<br>30-34-105 5.2%<br>35-39- 75 3.7%<br>40-44- 95 4.7%<br>45-49-100 5%<br>50-54- 95 4.7% |
| HOME OWNERSHIP            | No. homes 3625<br>No. owned 2255 62%                                                                     | No. homes 420<br>No. owned 310 72%                                 | No. homes 685<br>No. owned 525 77%                                                                                                       |
| TOTAL TAX ASSESSMENT      | 19,085,400                                                                                               | 2,233,260                                                          | 3,933,470                                                                                                                                |
| ANNUAL FAMILY INCOME      | \$4068                                                                                                   | \$3566                                                             | \$3,846                                                                                                                                  |
| INCOME DISTRIBUTION       | -2999- 2.6%<br>3000-5900-11.32<br>6000-9900-35.5%<br>10,000- 50.1%                                       | -2999- 3.3%<br>3000-5900-18.3%<br>6000-9900-38.6%<br>10,000- 37.5% | -2999-6.3%<br>3000-5900-19.0%<br>6000-9900-34.5%<br>10,000- 45%                                                                          |
| ETHNIC ORIGIN             | Eng. 34%<br>Scot. 13%                                                                                    | German 43%<br>Eng. 15%                                             | Eng. 39%<br>Scot. 16%                                                                                                                    |
| RELIGIOUS AFFILIATION     | United 35%<br>R.C. 21%                                                                                   | United 29%<br>Menn. 23%                                            | United 56%<br>R.C. 11%                                                                                                                   |
| FAMILY PERSONS            | % of tot. pop. that are family persons - 54%                                                             | % of tot. pop. that are family persons - 88%                       | % of tot. pop. that are family persons - 83%                                                                                             |
| RECREATION FACILITY INDEX | 1.000                                                                                                    | .428                                                               | .809                                                                                                                                     |

## INFORMATION SOURCES:

1. 1971 Census - Subdivisions Bureau of Statistics and Recreation  
and Planning Division  
Department of Industry and Commerce
2. Working Paper #3 - Analysis of Community Services & Facilities  
Regional Analysis Program Southern Manitoba  
(Regional Planning and Division Brance, Department  
of Industry and Commerce)
3. Case Study In Community Recreation Development - Research and Planning  
Department,  
Department of Tourism, Recreation and Cultural Affairs



## RATINGS OF PARTICIPATION IN FIVE COMMUNITIES

BY THE PANEL OF EXPERTS

Judge #1

Mr. Ron Reteliuk  
General Manager  
Central Plains Development Corporation  
2 - 3rd Street N. E.  
Portage la Prairie, Manitoba  
RLN 1N4

Judge #2

Mr. Bob Rempel  
Community Affairs Specialist  
20 - 3rd Street N. E.  
Portage la Prairie, Manitoba  
RLN 1N4

Judge #3

Mr. Jack Bender  
Manager  
Femina Valley Development Corporation  
114 Nelson  
Morden, Manitoba  
ROG 1J0

Judge #4

Mr. Harry Sirett  
Southern Manitoba Recreation Specialist  
Community Recreation Branch  
189 Evanson Street  
Winnipeg, Manitoba

|         | Rec Dir.  | Judge 1 | 2 | 3 | 4 | TOTALS | RANK   |
|---------|-----------|---------|---|---|---|--------|--------|
| ALTONA  | Summer    | 2       | 2 |   | 2 | 6      | forth  |
| WINKLER | Summer    | 1       | 1 |   | 1 | 3      | fifth  |
| PORTAGE | Full time | 5       | 3 |   | 3 | 11     | Second |
| MORDEN  | Summer    | 3       | 4 |   | 4 | 11     | Second |
| CARMAN  | Full time | 4       | 5 |   | 5 | 14     | First  |

Note - Judge #3 did not feel he could compare the five communities.

APPENDIX C

LIST OF SPORT CLUBS IN EACH COMMUNITY



LIST OF SPORT CLUBS IN EACH COMMUNITY

The High Participating Community

Town Ladies Curling Club  
 Country Ladies Curling Club  
 Men's Community Curling Club  
 Mighty Mothers Hockey Team  
 Bombers Hockey Club  
 Adult Swim Club (Red Cross)  
 Adult Badminton Club  
 Mohawk Baseball Team  
 Mohawk Ladies Softball Club  
 Drifters Womens Softball Club  
 Lyndall Womens Softball Club  
 Advanced Rec. Volleyball Club  
 Beach Bums Industrial Volleyball Club  
 Gemini Industrial Volleyball Club  
 Dairy Queen Industrial Volleyball Club  
 Rural Step Industrial Volleyball Club  
 OFY Industrial Volleyball Club  
 Clinic Industrial Volleyball Club  
 Tomboy Industrial Volleyball Club  
 Hospital Industrial Volleyball Club  
 Royal Bank Industrial Volleyball Club  
 Farm King Industrial Volleyball Club  
 Mohawks Mens Volleyball Club  
 Ladies Lawn Bowling Club (8 Teams)  
 Mens Fitness Club (25)

The Low Participating Community

Ladies Curling Club  
 Badminton Club  
 Royals Hockey Club  
 Badery C and G Industrial Hockey Club  
 Bible College Industrial Hockey Club  
 Construction Industrial Hockey Club  
 Ventura Mobile Home Industrial Hockey Club  
 Teachers Industrial Hockey Club  
 Mens Curling Club  
 Voyagers Fastball Club  
 Neonex Industrial Volleyball Club  
 Credit Union Industrial Volleyball Club  
 Credit Union Industrial Volleyball Club  
 Credit Union Industrial Volleyball Club  
 A. A. Kroker & Sons Industrial Volleyball Club  
 Eden Mental Health Centre Industrial Volleyball Club  
 Clinic Industrial Volleyball Club  
 Town Office Industrial Volleyball Club  
 Winter Rec. Volleyball Club (10 teams)  
 Hospital Industrial Volleyball Club  
 Adult Swim Club  
 Womens Softball Club (20)

APPENDIX D

ADDITIONAL STATISTICS RELATED  
TO THE FACTOR ANALYSIS AND RELIABILITY CHECK



TABLE 30  
FACTOR LOADINGS  
FOR SIX FACTORS OF EFFECTIVE MANAGEMENT

| Item       | Factor 1 | Factor 2 | Factor 3 | Factor 4 | Factor 5 | Factor 6 |
|------------|----------|----------|----------|----------|----------|----------|
| 13         | 0.59059  | 0.25933  | 0.15330  | 0.24728  | -0.04788 | 0.13463  |
| 15         | 0.86538  | 0.12066  | 0.18825  | 0.02598  | 0.08682  | -0.04172 |
| 18         | 0.51500  | 0.21506  | 0.15925  | 0.36536  | -0.12132 | 0.14450  |
| 20         | 0.53689  | 0.11455  | 0.07563  | 0.47045  | 0.18081  | 0.20201  |
| 3          | 0.01114  | 0.56873  | 0.43277  | 0.06076  | 0.05795  | -0.04730 |
| 7          | 0.21096  | 0.23336  | 0.17949  | 0.25946  | 0.11760  | -0.12431 |
| 8          | 0.25665  | 0.64980  | 0.05402  | 0.12475  | 0.16186  | 0.09487  |
| 5          | 0.05298  | 0.09400  | 0.49866  | 0.09415  | -0.15865 | -0.19633 |
| 9          | 0.05298  | 0.24696  | 0.63062  | 0.21549  | 0.19852  | 0.27805  |
| 14         | 0.28362  | 0.08946  | 0.49912  | 0.34384  | 0.16144  | 0.14807  |
| % Variance | 32.7     | 8.1      | 6.8      | 6.1      | 5.3      | 4.8      |

TABLE 31  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF FACTOR 1 BETWEEN SEXES

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 11.4883        | 1                  | 11.4883     | 1.7414 |
| Within Groups       | 732.2656       | 111                | 6.5970      |        |
| Total               | 743.7539       | 112                |             |        |

T = 1.3196

TABLE 32  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF FACTOR 1 BETWEEN SPORTS

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 99.1924        | 6                  | 16.5321     | 2.7179 |
| Within Groups       | 571.7607       | 94                 | 6.0826      |        |
| Total               | 670.9531       | 100                |             |        |



TABLE 33

## SUMMARY OF THE ONE-WAY

## ANALYSIS OF VARIANCE OF FACTOR 1 BETWEEN TYPE OF MEMBERS

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 9.1189         | 2                  | 4.5594      | 0.6827 |
| Within Groups       | 734.6350       | 110                | 6.6785      |        |
| Total               | 743.7539       | 112                |             |        |

TABLE 34

## SUMMARY OF THE ONE-WAY

## ANALYSIS OF VARIANCE OF FACTOR 2 BETWEEN SEXES

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 5.7617         | 1                  | 5.7617      | 1.3544 |
| Within Groups       | 480.7266       | 113                | 4.2542      |        |
| Total               | 486.4883       |                    |             |        |

$T = 1.1638$

TABLE 35

## SUMMARY OF THE ONE-WAY

## ANALYSIS OF VARIANCE OF FACTOR 2 BETWEEN SPORTS

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 18.6516        | 6                  | 3.1086      | 0.7261 |
| Within Groups       | 413.5632       | 96                 | 4.3080      |        |
| Total               | 432.2148       | 102                |             |        |

TABLE 36

## SUMMARY OF THE ONE-WAY

## ANALYSIS OF VARIANCE OF FACTOR 2 BETWEEN MEMBERSHIP TYPES

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 4.2629         | 2                  | 2.1315      | 0.4950 |
| Within Groups       | 482.2253       | 112                | 4.3056      |        |
| Total               | 486.4883       | 114                |             |        |



TABLE 37  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF FACTOR 3 BETWEEN SERIES

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 5.7305         | 1                  | 5.7305      | 2.1954 |
| Within Groups       | 292.3398       | 112                | 2.6102      |        |
| Total               | 298.0703       | 113                |             |        |

$T = 1.4817$

TABLE 38  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF FACTOR 3 BETWEEN SPORTS

| Source of Variance | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|--------------------|----------------|--------------------|-------------|--------|
| Between Groups     | 32.9409        | 6                  | 5.4902      | 2.0502 |
| Within Groups      | 254.4028       | 95                 | 2.6779      |        |
| Total              | 287.3438       | 101                |             |        |

TABLE 39  
SUMMARY OF THE ONE-WAY  
ANALYSIS OF VARIANCE OF FACTOR 3 BETWEEN MEMBERSHIP TYPES

| Source of Variation | Sum of Squares | Degrees of Freedom | Mean Square | F      |
|---------------------|----------------|--------------------|-------------|--------|
| Between Groups      | 7.9707         | 2                  | 3.9854      | 1.5249 |
| Within Groups       | 290.0996       | 111                | 2.6135      |        |
| Total               | 298.0703       | 113                |             |        |

TABLE 40  
COVARIATION MATRICES  
FOR ITEMS IN FACTORS 1, 2, 3

| Factor 1 |                |                |                | Factor 2       |   |                |                |                |
|----------|----------------|----------------|----------------|----------------|---|----------------|----------------|----------------|
|          | 13             | 15             | 18             | 20             | 3 | 7              | 8              |                |
| 13       | <u>0.63181</u> |                |                |                | 3 | <u>0.46228</u> |                |                |
| 15       | 0.36625        | <u>0.64662</u> |                |                | 7 | 0.20649        | <u>1.07459</u> |                |
| 18       | 0.36131        | 0.31661        | <u>0.63657</u> |                | 8 | 0.25551        | 0.46746        | <u>0.68700</u> |
| 20       | 0.33001        | 0.39825        | 0.32578        | <u>0.85523</u> |   |                |                |                |
| Factor 3 |                |                |                |                |   |                |                |                |
|          | 5              | 9              | 14             |                |   |                |                |                |
| 5        | <u>0.89385</u> |                |                |                |   |                |                |                |
| 9        | 0.12194        | <u>0.29818</u> |                |                |   |                |                |                |
| 14       | 0.19362        | 0.16743        | <u>0.42232</u> |                |   |                |                |                |